

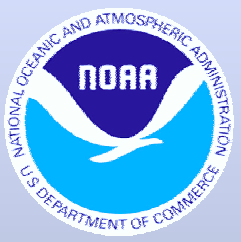
Coral Matrix Management Training

June 4, 2003

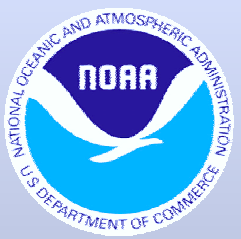
**Mary M. Glackin
Assistant Administrator for Program
Planning and Integration**



Outline



- NOAA Business Perspectives
- Matrix Management
- Program Planning and Budgeting System



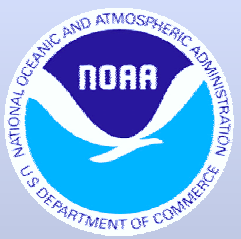
NOAA Program Review

- Bottom up review of NOAA Programs and Activities resulted in 68 Recommendations designed to:
“improve *integration* across our line offices, increase *efficiency*, provide more *management visibility*, promote increased *responsiveness to customer* needs, and be totally supportive of the President’s Management Agenda.”¹
- Among results was adoption of new business processes and a reorganization of NOAA

¹June 2002 VAdmiral Lautenbacher Memorandum to Secretary Evans, Program Review Recommendation



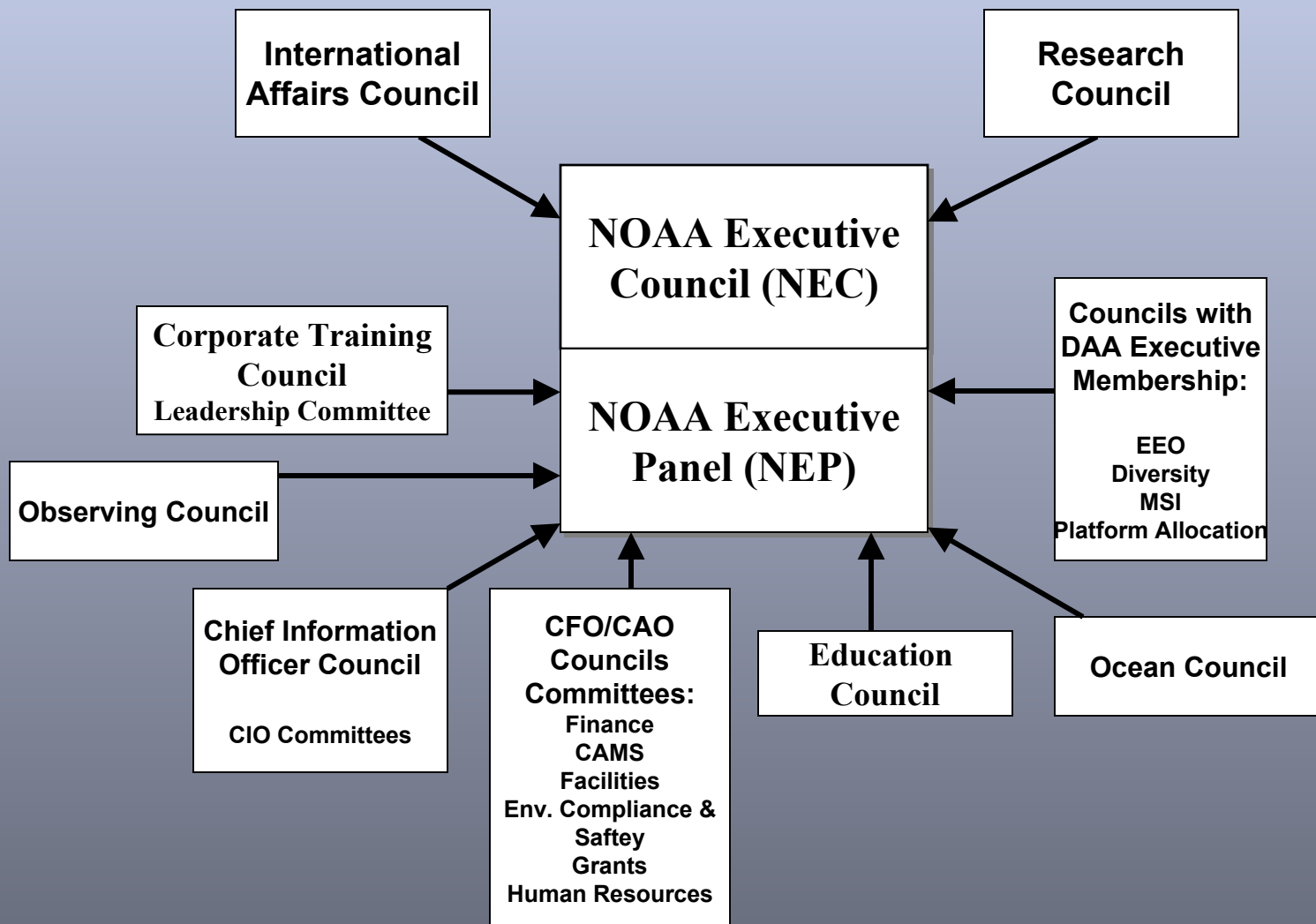
New Business Processes

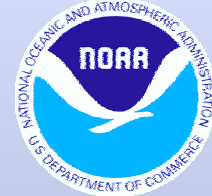


- Formal Standing Committees, Councils, etc.
- Program Planning and Budgeting System
 - Program Analysis and Evaluation
 - NOAA Program Structure
 - Requirements Process
- Matrix Managed Programs
- Implemented Standards (e.g., grants cycle time, 50 percent external research)
- Many others (e.g., Human Resources, Regional Pilot coordination)

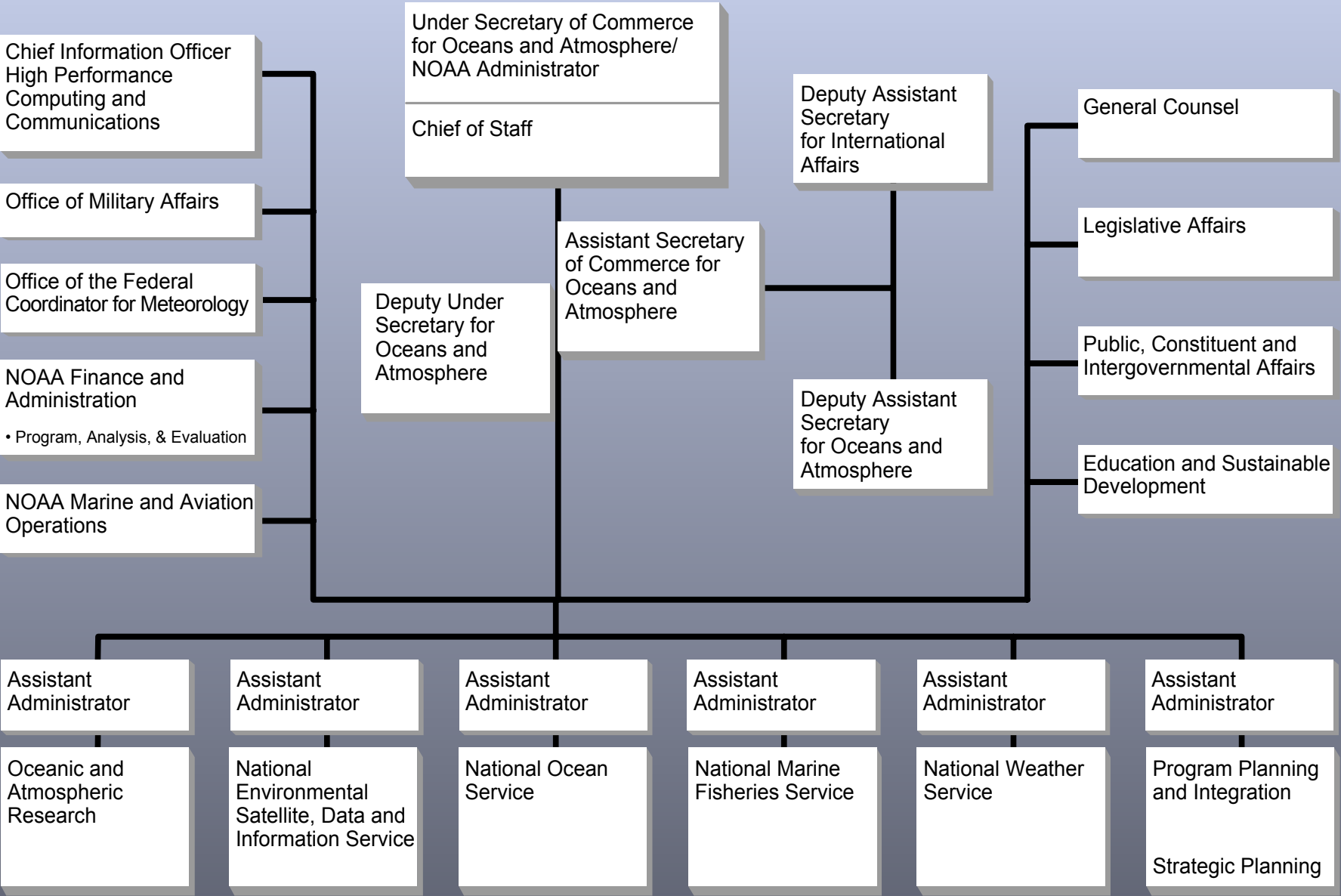


Councils and Committee Structure



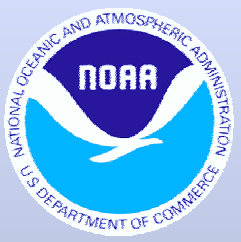


NOAA Organizational Structure



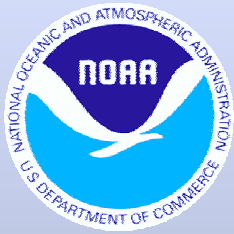


Program Planning and Integration Mission



Lead the implementation of NOAA's Strategic Vision by:

- Developing and evolving NOAA's Strategic Plan
- Managing designated programs using matrix principles
- Promoting the development of effective program by integrating talent, resources, and capacity across NOAA

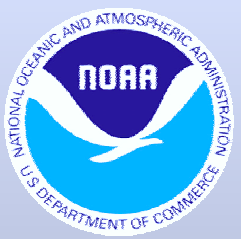


PA&E's Mission

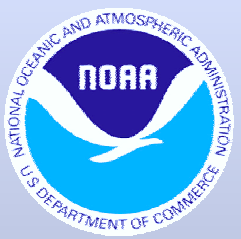
- Conduct independent and objective analysis to support optimal use of NOAA's resource
- Provide analytical foundation for corporate decisions
- Advise leadership on advantages and risks associated with alternative actions
- Manage the annual program review of plans, programs and requirements



NOAA Matrix Management

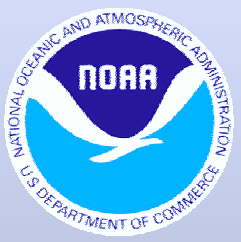


- Matrix Management is a cooperative approach to managing programs that span across two or more NOAA organizations.
- The Goal of matrix management is to improve coordination of programs, move towards a more integrated organization, maximize the efficient use of resources and ultimately, help NOAA achieve its Mission and Vision.



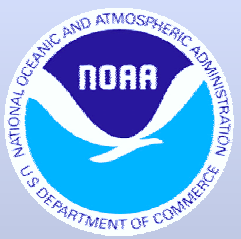
NOAA Matrix Management (Cont'd)

- Program Managers are responsible and accountable for the program's success. Program Managers are responsible for:
 - Developing a full funding plan, including any new funding initiative
 - Approving all program expenditures
 - Managing the program's costs/budget
 - Managing the program schedule
 - Setting and meeting performance measures
 - Tracking and evaluating key risk factors
 - Serving as the primary point of contact for all matters or questions regarding the program
 - Deciding programmatic issues in consultation with LO partners
 - Deciding budgetary issues in consultation with partners and NOAA Office of Budget
- Dual reporting will be for the program manager and for program staff that are one level below the program manager



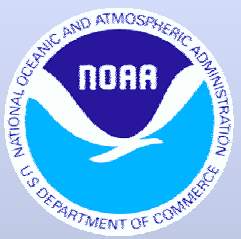
Matrix Organization Structure

- Program Managers dual report to their home Line Office and to Program Planning and Integration.
- Key responsible individuals also dual report to their home Line Office and to the Program Manager.



Definitions

- Program – planned, coordinated set of activities that covers the entire life-cycle designed to achieve a desired outcome(s).
- NOAA recognizes four types of programs:
 - A **service/management program** is an on-going operation designed to deliver NOAA products and services to customers or to manage coastal and marine resources.
 - An **infrastructure program** is an on-going operation designed to provide critical support to NOAA service or acquisition programs (e.g., human resources).
 - A **research program** is an on-going activity designed to deliver both near-term as well as longer-term information or capabilities.
 - A **major acquisition program** is designed to provide specific capabilities usually in a specified timeframe to enhance NOAA's ability to deliver services (e.g., survey vessel acquisition).



Cont'd Definitions

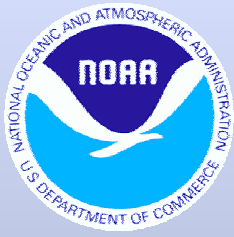
A **program management** is the management of a series of related projects designed to accomplish broad goals, to which the individual projects contribute, and typically executed over an extended period of time.

A **project** is an identifiable undertaking or systematic process to create a new product or service the delivery of which signals completion. Projects are typically constrained by limited resources.

A **project management** is the art and science of managing work within constraints of time, cost and performance targets to achieve and end goal.



Draft Program Structure

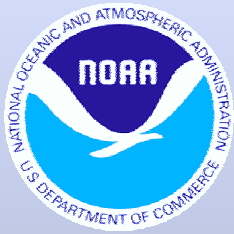


- Organized by Goal
- Programs selected based on
 - mission responsibilities
 - “requirements” of the NOAA Strategic Plan
- Matrix management proposed based on NEC adopted criteria



Draft

Goal 1. Ecosystems



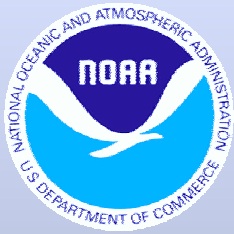
- Habitat Restoration Program*
- Coral Reef Program*
- Protected Areas Program
- Coastal Resource Management Program
- Invasive Species Program*
- Undersea Research and Exploration Program*
- Protected Species Program
- Fisheries Management Program
- Aquaculture Program*
- Enforcement
- Ecosystem Research Program* (with links to Environmental Modeling)

*designates a matrix managed program



Draft

Goal II. Climate

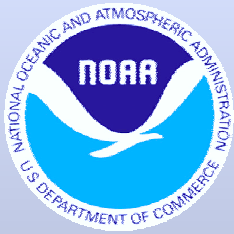


- Note, since Climate is designated a NOAA Program, there is only one Program here.
 - Climate Program*

*designates a matrix managed program



Draft



Goal III. Weather and Water

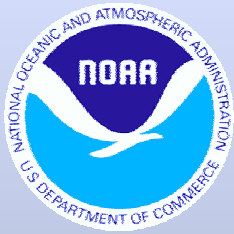
- Local Forecast and Warnings Program
- Tropical Storm Program
- Space Weather Program*
- Air Quality*
- Hydrology – Rivers, Lakes and Floods Program
- Weather and Water Science and Technology Infusion Program*

*designates a matrix managed program

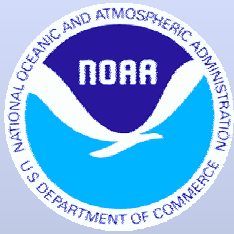


Draft

Goal IV. Commerce and Transportation



- Marine Transportation Services Program
- Aviation Weather Program
- Marine Weather Program
- Geodesy Program
- Search and Rescue Program
- Hazardous Materials Response Program
- Commercial Remote Sensing Licensing Program
- Commerce and Transportation Science and Technology Infusion Program (TBD)



Draft

Goal-Wide Programs¹

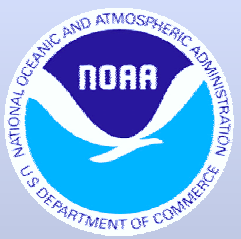
- Environmental Modeling* (emphasis on Ocean Modeling)
- Homeland Security*
- Acquisition Programs
 - Ships
 - Aircraft
 - Satellites
- Infrastructure Programs
 - Satellite Services
 - Ship Services (Operations and Maintenance)
 - Aircraft services (Operations and Maintenance)
 - Facilities, Safety and Environmental Compliance
 - Human Resources (including Civil Rights/Diversity)
 - Budget and Finance
 - Acquisition/Grants
 - IT management (including IT security)
 - NOAA Management

*designates a matrix managed program

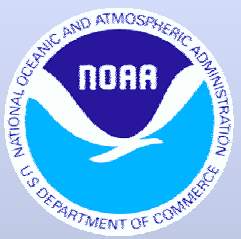
¹While shown separate from the 4 mission goals, these costs may be spread among the mission goals for budget presentation



Next Steps – Presented to NEC 4/30/03



- Continue development of business procedures
 - Clarify roles of PA&E, PPI Budget, and Line Offices
 - Role/location of the goal leads
 - Initiate Development of Enterprise Architecture
 - Integration of requirements process with program definitions
 - Relationship of cross-cut priorities to Goals/Programs
 - Relationship and input of Councils (e.g., Research, CIO, Facilities, etc.) to the budget decision process
 - Document agency-wide responsibilities for execution and accountability
 - Assess and Plan for necessary personnel resources
- Finalize schedule and process for FY06 cycle
 - NEP Brief on June 5
- Initiate development of systems to support PPBS
 - Programming database
 - Enterprise Architecture tool (software)
- Use revised process for FY06 and plan to adjust as needed



Core vs Collaborating

Core

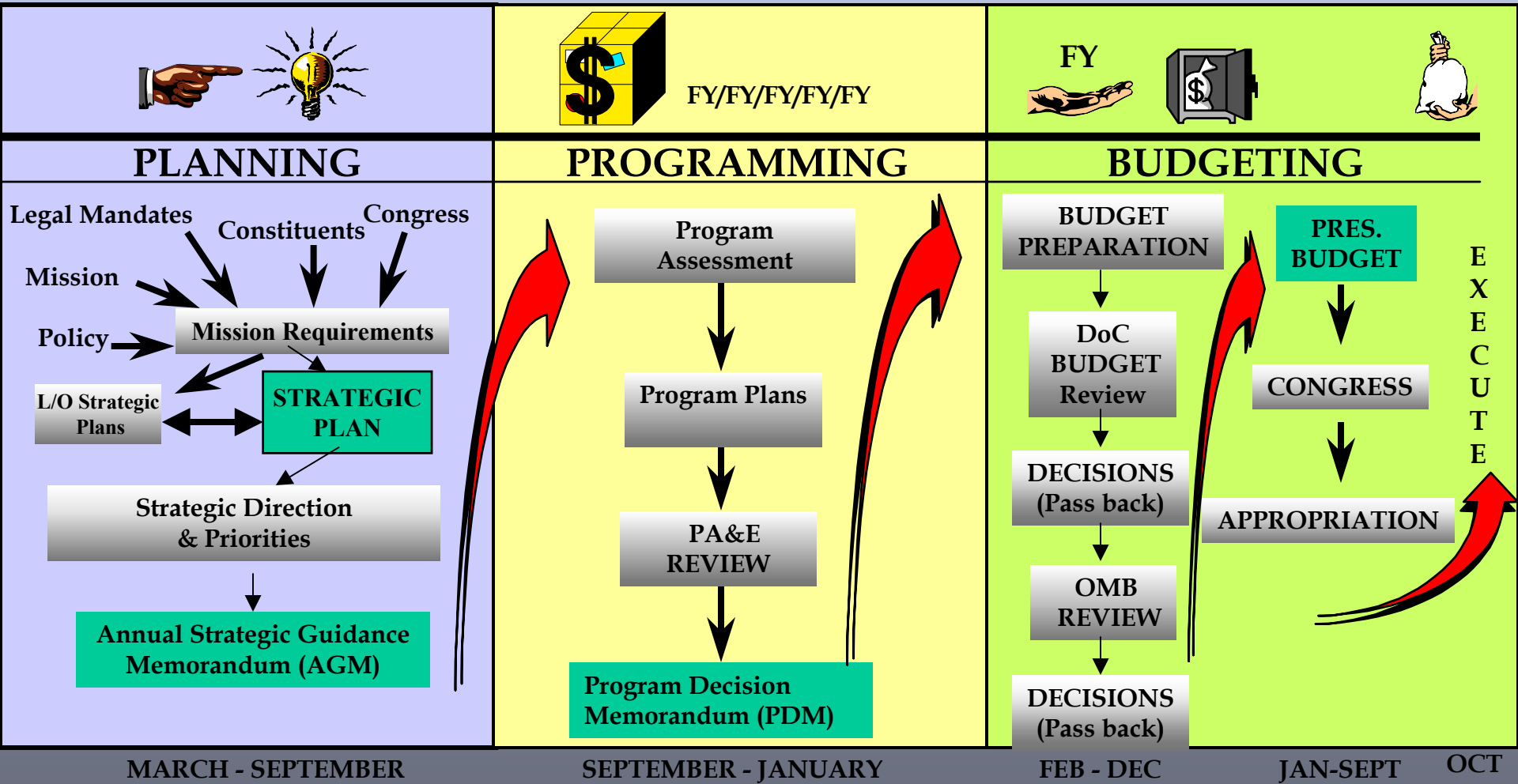
- Program Mission directly related to Matrix
- Dedicated budget
- Accomplishments and performance measures tracked by the Matrix
- Core programs only in one Matrix
- Key participants dual report to LO and Matrix Manager

Collaborating

- Program contributes to Matrix mission
- Spending plans not subject to Matrix Manager's approval
- Has option to have the Matrix track accomplishments and performance measures
- Coordinates activities with the Matrix
- Participants report to LO



PPBS Overview



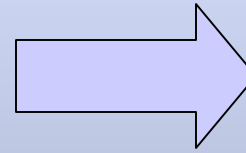
Planning

Completed for FY06

✓ **Mission Requirements**

- Ability to protect **ecosystems**
- Ability to understand **climate** variability
- Ability to serve the nation's **weather & water** needs
- Ability to support the nation's **commerce & transportation**

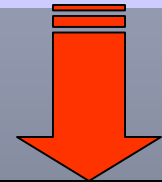
Product: Strategic Plan with Mission Goals



1 July – 27 Aug

☐ **FY06 Strategic Guidance to Goal Team Leads**

- Strategic Direction
- NOAA Priorities
- From Administrator



Product: NOAA Annual Strategic Guidance Memorandum

Lead: PPI

Assist: AA's, Goal Team Leads, Councils

Programming

2 Sept - 10 Nov

❑ Phase 1a - Conduct Program Baseline Assessment:

- 100% of programmatic requirement
 - Fiscally unconstrained
- 100% of current program
- Prioritized deficiencies & excesses
- Alternatives

Phase 1a Product: Program Baseline Assessment
Lead: Program Managers/LO

❑ Phase 1b - Conduct Program Baseline Assessment Review

- Validate requirement
- Review current program
- Assess prioritized deficiencies & excesses
- Analyze alternatives

Phase 1b Product: Fiscal and Program Guidance
Lead: PA&E
Assist: PM/Line Offices, Goal Teams, PA&E, PPI

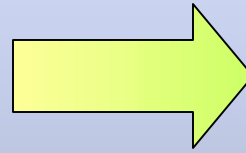
12 Nov - 17 Dec

❑ Phase 2 - Develop Program Plans

- Requirements-based
- Integrated
- Fiscally balanced
- Consistent with guidance

Product: Program Plan
Lead: Goal Teams
Assist: PM, PPI

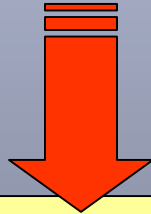
Programming



Budgeting

18 Dec - 30 Jan

- ☐ **Phase 3 - Review Program Plan Submissions**



Product: Program Decision Memo (PDM)
Lead: PA&E
Assist: GT, PM, BFO, PPI

1 Feb – 30 Apr

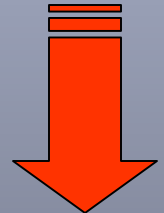
- ☐ **Phase 1 – Review Budget Initiatives with finalized funding levels and ITRB Review**



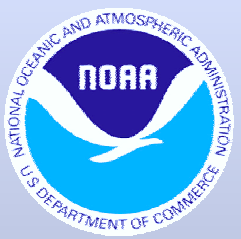
Product: Approved/finalized budget initiatives
Lead: BFO
Assist: LO, GT, PM, PA&E, PPI, OCIO

1 May – 1 Jun

- ☐ **Phase 2 - Develop Budget Submission**



Product: Budget documentation
Lead: BFO
Assist: LO, GT, PM, PA&E, PPI



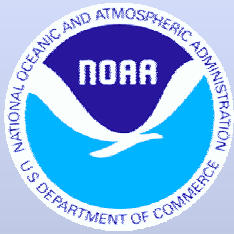
Status of Matrix Programs

Activity	Climate	Coral	Habitat	Homeland Security	Ocean Exploration
Program Approved by NEC	✓	✓	✓	✓	✓
Program Manager Assigned	Mary Glackin	David Kennedy	Rollie Schmitt	CDR Phil Kenul	Capt. Craig Mclean
Staff Needs Identified	✓	✓	✓	✓	✓
Matrix Agreement	Interim	Interim	Interim	Interim	Interim
MM 101 Training	✓	June 4-5	✓	July 8-9	June 9-10
FY04 Spending Plan Drafted	August	August	August	August	August
FY04 Operating Plan Drafted	August	August	August	August	August
FY04 Performance Measures Drafted	In progress	In progress	In progress	In progress	In progress

AND...7 new Matrix Programs designated by the NEC in May



Benefits and Challenges of Matrix Management

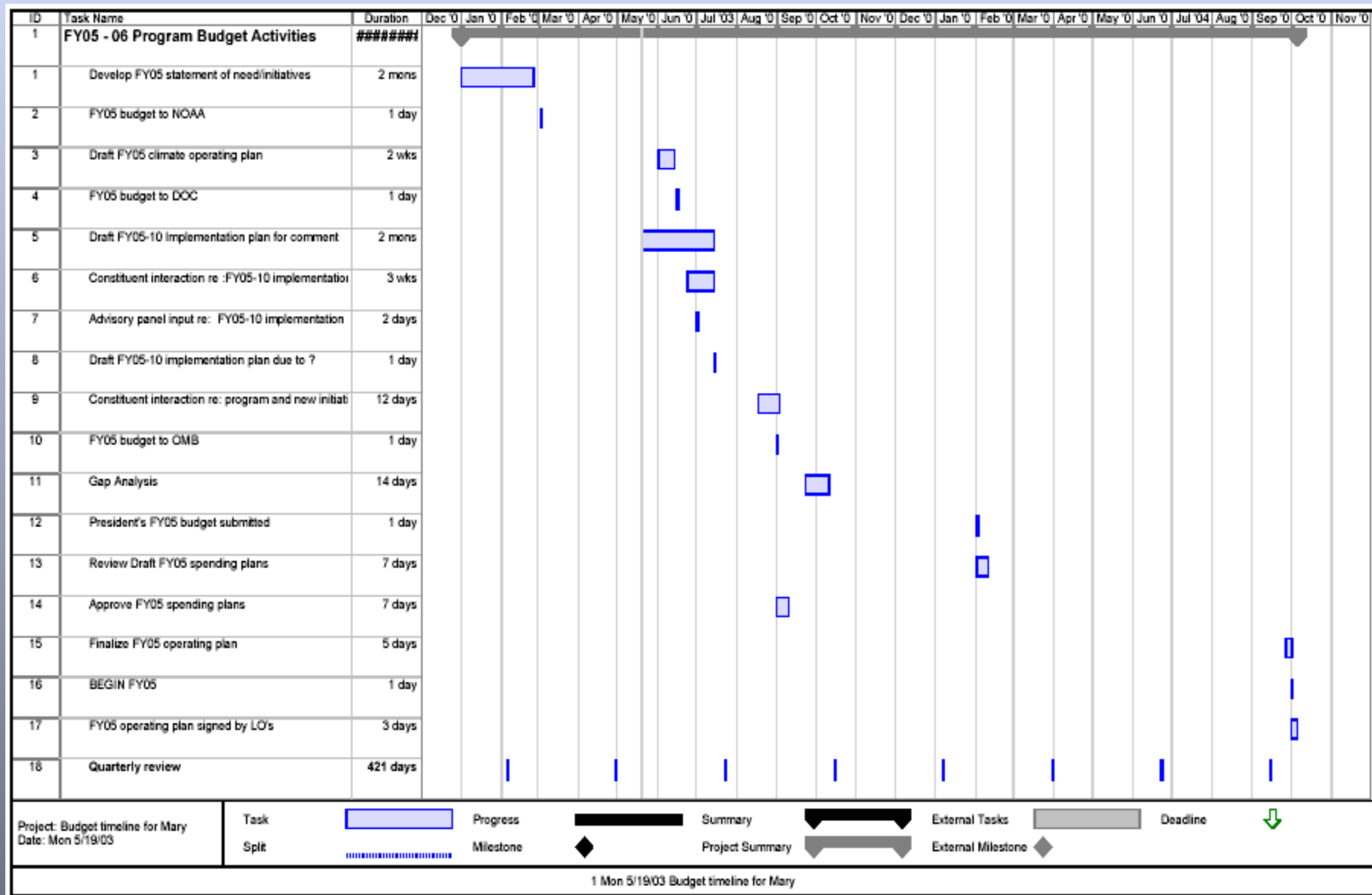


Benefits

- Increased visibility within NOAA and of Matrix activities
- One corporate NOAA voice
- Integration of activities and priorities across NOAA
- Increased communication, coordination, and collaboration across programs
- Fostering of cross-Line Office initiatives
- Leveraging and more efficient use of resources and skills across NOAA
- Higher priority in budget formulation
- Pushes decisions down to lower levels in the hierarchy

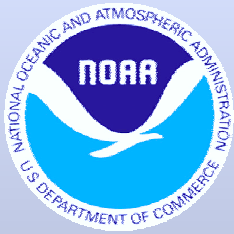
Challenges

- Lack of guidance from NOAA
- Undefined expectations from NOAA
- Identifying programs that will participate in a Matrix Program and how they will participate
- Fear of loss of program control
- Increased communication "overhead"
- Staffing a Matrix Program when staff have other program responsibilities and report to other Line Offices
- Confusion about the roles, responsibilities, and authorities of Matrix Managers, Line Offices, and PPI
- Uncertainty about how Matrix Programs will participate in the PPBS process





What the Matrix Programs Need from NOAA



- Clear guidance on expectations for Matrix Programs in terms of:
 - Process (e.g., participation in PPBS process)
 - Goals
 - Integration with other Programs and Line Offices
- Incentives to participate in Matrix Programs
- Integration or modification of NOAA systems to support Matrix Programs
- Clarification of roles and responsibilities
- Support from Public, International, and Legislative Affairs to develop one corporate NOAA voice for each Matrix Program
- Support for Matrix Program's authority to resolve issues and formulate decisions